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Contribution of Facilities Management Processes in Supporting Malaysia National Higher Education Strategic Plan.

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Abstract

This paper is to understanding and identifies the contribution of Facilities Management Processes in supporting Malaysia National Higher Education Strategic Plan (MNHESP) for fulfil the National Higher Education Action Plan by Ministry of Higher Education Malaysia (MOHE). This paper attempts to establish understanding and contribution of FM Processes in relation with Malaysia National Higher Education Strategic Plan for Malaysia higher education institutions. This research also presents preliminary study on influencing FM processes implementation in higher education institution toward strengthen higher education management in term of strategic plan in Malaysia. The application of FM to be extended to higher level, whereby the result of good education practice to be achieved by way of improving and facilitating FM process in National Higher Education Strategic Plan. Ministry of Higher Education(MOHE) recently determine seven (7) outline the National Higher Education Strategic Plan . The research adopts comprehensive literature reviews from numerous published sources such as journals, magazines, government reports, unpublished thesis and website document focusing on higher education in Malaysia published by Malaysia Ministry of Higher Education. Comprehensive literature review focusing on the understanding development of Facilities Management processes (FMP), Malaysia National Higher Education Strategic Plan, and Contribution of Facilities Management Processes in supporting Malaysia National Higher Education Strategic Plan. The paper expecting that major improvement will be achieved once adopting FM processes in the system of Higher Education and it will also contribute to major changes and improvement in Malaysia Education systems. The ideas to be implemented at every level and perhaps to achieve the strategic plan outlined by MOHE.

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1. Introduction

Most of the Malaysian construction industry professional opinion that facilities management only focusing building management after completion of construction works [1]. In fact, there were claims that management of these facilities is geared to the maintenance of building [2]. However, according to Kieth Alexander [3] the scope of facilities management is very broad so that it could be decisive to the attainment of the goals, vision and mission of the organization. Indeed, this perspective is supported by Jensen [4] who said that, facilities management organization has very close relations with the main operations of the organization and it is not merely routine maintenance work facilities and assets of the business. Implementation of facilities management in an organization is not only relevant or appropriate with business organizations but also very relevant to all sectors whether private sector or public sector [5]. Accordingly, facilities management is essential practice in all sectors; especially public sector plays an important role in the development of socio-economic progress of a country. One of the most important sectors in the socio-economic development of a country is education [6]. This is because these areas with the largest budget allocation in the management of national budgets (RMK-9). This field can be categorized into three parts, pre-education, middle education and higher education. Between the three levels of education, which determine one element towards achieving developed nation is education. This is because, to achieve developed nation status, a highly skilled workforce needed for a State. For example, most developed countries like the United States, United Kingdom, Japan and other developed countries; some have a number of highly skilled manpower that many when compared with developing countries. This shows that higher education in a country is critical in producing highly skilled manpower to achieve developed country status of the high per capita income.

This paper is to understanding and identifies the contribution of Facilities Management Processes in supporting Malaysia National Higher Education Strategic Plan (MNHESP) for fulfil the National Higher Education Action Plan by Ministry of Higher Education Malaysia(MOHE). This paper attempts to establish understanding and contribution of FM Processes in relation with Malaysia National Higher Education Strategic Plan for Malaysia higher education institutions. This research also presents preliminary study on influencing FM processes implementation in higher education institution toward strengthen higher education management in term of strategic plan in Malaysia. The application of FM to be extended to higher level, whereby the result of good education practice to be achieved by way of improving and facilitating FM process in National Higher Education Strategic Plan. Ministry of Higher Education(MOHE) recently determine seven (7) outline the National Higher Education Strategic Plan such as (i) widening access and enhancing quality, (ii) Improve the quality of teaching and learning, (iii) Enhancing Research and Innovation, (iv) Strengthening institution of higher education , (v) Intensifying internationalization , (vi) Enculturation of lifelong learning and lastly (vii) Reinforcing Higher Education Ministry's delivery system . The research adopts comprehensive literature reviews from numerous published sources such as journals, magazines, government reports, unpublished thesis and website document focusing on higher education in Malaysia published by Malaysia Ministry of Higher Education. Comprehensive literature review focusing on the understanding development of Facilities Management processes (FMP), Malaysia National Higher Education Strategic Plan, and Contribution of Facilities Management Processes in supporting Malaysia National Higher Education Strategic Plan. The paper expecting that major improvement will be achieved once adopting FM processes in the system of Higher Education and it will also contribute to major changes and improvement in Malaysia Education systems. The ideas to be implemented at every level and perhaps to achieve the strategic plan outlined by MOHE.

2. Facilities Management Processes

Hamid [6] describe that, the purpose of FM processes standard for European, is contribute a guideline to support primary activities of the organisation by facilities management organisation take an action on the development and improvement of process of the main operation. This Guidelines also Form foundation in enhancement professionalism of FM in Europe. [6][7]. According to Hamid [6], there are six categories in understanding FM Processes as whole for such as FM Development Processes, FM Optimisations Processes, FM Innovation Processes, FM Processes Methodology, FM Implementation and Application of FM Processes. Several researchers find out that FM process model is a highly significant in managing organization operation from FM aspect [6][8][9][10]. The studied more focused on process modelling within FM. [6][11][12][13]

Group researchers in Europe (CEN WG5) had been developed generic FM processes model implementation framework by based on FM definition in BS EN 15221- 1: 2006:5 and been adopted in different countries, individual organisations and project in capability function as embedding new working practices.[14]. The main purpose of the framework are providing a generic FM Processes models implementation within the sector and individual organisations under the sectors and also this is the approach to deeply understand the capability generic FM processes models in improving the FM organisation towards contribution primary activities of the organisation [14].

In implementing generic FM processes models, understanding the organisation is the main processes into take consideration. In understanding the organisation, it must be reviewing the whole organisation management through reviewing several aspect, for such as i) Identify Organisation Primary Process, ii) Identify Organisation Primary Activity, iii) Identify Organisation Support Processes, iv) Identify Organisation External Factors, v) Identify Organisation Internal Capabilities [14]. According to Hamid et al.[6][14], in understanding the organisation based on the strategic FM Processes model, there are eight aspect must take into consideration for such as :-

1. Identify and Review Business Organisation Strategy
2. Establish and Consider Stakeholder Management Framework
3. Identify and Review Business Organisation Management
4. Identify Business Organisation Deliverables
5. Identify Organisational Business Critical Issues
6. Identify and Review Organisational Business Model
7. Identify Drivers of Primary Business Activities
8. Identify Support Requirement of Primary Business Activities

3. National Higher Education Strategic Plan (NHESP)

Hence, Malaysia to strengthen tertiary education system has a framework that allows systems of higher education comparable to the level of higher education systems in developed countries. The framework is meant is the National Higher Education Strategic Plan (NHESP) of full responsibility by the Ministry of Higher Education (MOHE), which was gazetted on 27 August 2007. NHESP used as a guideline to all Higher Education Institutions in Malaysia, especially in Public Institutions of Higher Learning (PIHL) in bringing the public at par and comparable with world-renowned institution of higher education. To produce the best institution of higher education, higher education management system in the country need to transform the overall management of higher education. In order to achieve the transformation of higher education, the MOHE has identified seven cores NHESP (NHESP,2007) and there are (i) widening access and enhancing quality, (ii) Improve the quality of teaching and learning, (iii) Enhancing Research and Innovation, (iv) Strengthening institution of higher education , (v)

Intensifying internationalization , (vi) Enculturation of lifelong learning and lastly (vii) Reinforcing Higher Education Ministry's delivery system.

Results from the seven cores NHESP, the MOHE has identified four critical factors of higher education transformation. Among the critical factors are, (i) Governance, (ii) Culture, (iii) Infrastructure and (iv) Resources. Among the four critical factors identified NHESP, there are two critical factors that are critical of Cultural and Resources. While infrastructure and governance is in critical categories. Infrastructure critical factor in the transformation of higher learning are closely related to facilities management. This is because the infrastructure in higher education refers to the facilities provided for students, academic staff, non-academic staff and visitors. This shows that facilities management in higher education is crucial in achieving success NHESP leading to the achievement of first-class human capital as well as the recognition of learning in higher education groups in the world. Although, the factors referred to the infrastructure facilities will be categorized as a critical factor instead of level is critical, it still plays an important role in contributing to the human capital NHESP first class mentality.

4. Contribution of Facilities Management Processes in Supporting Malaysia National Higher Education Strategic Plan

4.1 Sustainability

Referring to the NHESP [15], infrastructure and resources is one of the critical factors of each core of the NHESP to be given special attention it deserves. In addition, infrastructure facilities and resources are not the facilities are temporary or short term, but it is more permanent and term asset investment in the long term use. Accordingly, the elements of sustainability need to be addressed in ensuring smooth operations and activities of the organization. According to Atkin and Brooks [16] explains that the element of sustainability is the biggest impact of the application of facilities management process, which with the strong management and strategic facilities, the infrastructure and resources of an organization can be guaranteed to function and durability in the long run. Thus, the critical factor core of strategic planning of higher education infrastructure and resources to survive and function in a long time, the results of the robustness of strategic facilities management processes.

4.2 Maintainability

Elements of maintainability are also the largest contribution arising from the strategic facilities management process and established facilities. This is because the critical core of NHESP of the infrastructure and resources are well maintained is essential for life span, to ensure value for investment, and also to maintain good condition either physical or non physical. Without the maintenance of strategic management and sound in the facility management process, most likely, in the long term durability and function of the infrastructure or resources will be affected and will interfere with smooth operation and the organization's primary activities in the future.

Hamid [6] pointed out that, with the poor condition of facilities and also lower satisfaction due to the impact of poor maintenance management system will affect in conducive learning environment with also influence the student performance and failure to attract researcher or academician. All this will affect the organization in terms of business continuity issues and impact on organizational performance [16]. Low quality of infrastructure can also affect the credit rating institutions with banks and finance companies and can therefore affect the ability to borrow or obtain financing [17].

4.3 Flexible Corporate Real Estate

Elements of flexible corporate real estate are also one of the important contributions arising from the strategic facilities management process. This is because the critical core of NHESP of the infrastructure and resources, it should be have element of flexibility real estate in term of space management, asset management, furniture and fitting, machinery equipment, building fabrics etc, in fulfillment organisation change management function and primary activity operation in the future. Therefore, if, critical core of NHESP of the infrastructure and resources at the minimum level of the flexibility, it might be influence the future requirement of the change management organisation for further expanding of the business.

Atkin and Brooks, [16] pointed out that; serviced workspace and total flexibility are the most highly demand for the businesses organisation. He also mention that “ *this implies designing building systems to provide a choice of multi-configurable components or products to shape not only the space today, but also the space required tomorrow.* ”It shows that, element of flexibility in real estate are most important to take into consideration in strategic facilities management processes in supporting primary activity of the organisation.

4.4 Information Technology Contribution

Alexander [3] has mentioned that, business organisation depending on the information as a key resources and also rising rule of information technology (IT). In addition, he also point out that information also have highly contribution and influence in communication and decision-making in business organisation. Buettner et. al [13] also pointed out that, many project had failed due to lack of information and knowledge at the early stages to perform a complex FM implementation project.

Then it shows that, IT is also one of the important contributions arising from the strategic facilities management process. This is because the critical core of NHESP of the infrastructure and resources requirement and demand are also depending on the IT in supporting management function and primary activity operation of the organisation. Without have proper and appropriate IT in fulfill primary activity, it might be affected main business processes, especially in higher education institution activity are more depending on IT in fulfill nature activity as center of knowledge.

4.5 Optimum Utilisation Contribution

Optimum utilisations are also one of the important contributions arising from the strategic facilities management process and also strong influences and highly significant to the higher education institution. This is because the critical core of NHESP of the infrastructure and resources must always analyses and monitor in term of optimum utilisation. The most importance of the utilisation is minimizing wastage in term of building space, space function, task and activity, and also occupancy. In Higher education institution it more is focusing capacity of facilities and impact on new program on building capacity.

McGregor and Then [18] discover that, effective layout is not only the main function of optimum utilisation but it is also to assess the flexibility of a space to meet the needs of users, for example, the ability of the restructuring of work areas, functions and the ability to change a new operational activities. He also mention that, utilisation from space planning management need concurrent between demand workspace to support business activities and its availability in terms of timing and duration of requirements. These show that, optimum utilisation is one of the most important contributions to higher education institutions organisation especially in core NHESP.

4.6 Financial Management Monitoring Contribution

Almost all the stakeholders around the world, aiming produced highly output with lowers cost of operation in achieving highly profit for the organisation. However these not truly easy ways in achieving it, because without thinking and produced strategic financial management system, the expenses might be difficult in controlling and monitor. This is because the critical core of NHESP of the infrastructure and resources, eventually requirement highly budget in maintenance and operations. Therefore there must be one effective financial monitoring system been identify and apply in minimising expenses of business organisation. This is because the critical core of NHESP of the infrastructure and resources must always analyse and monitor in term of optimum utilisation.

Atkin and Brooks [16] explain that the strategic financial management monitoring is most important element in controlling cost or expenses in supporting the main operation businesses. He also informs that, the most important element that has to make take into consideration in strategic financial management monitoring is contract administration and performance monitoring. With effective contract administrative and performance monitoring system, expenses budgeting will be manageable and economical.

4.7 Increasing Productivity Operation Contribution

Most all the seven cores of NHESP, required highly productivity through all the resources and infrastructures. Most all the organisation more focusing on productivity in the workplace due to relation with conducive environment work [16]. He also mentioned that there are several factor highly productivity that effected by environment for such as, air quality, noise control, thermal comfort, privacy, lighting and spatial comfort. These show that increasing productivity is also one of the important contributions arising from the strategic facilities management process and also strong influences and highly significant to the higher education institution. This is because the critical core of NHESP of the infrastructure and resources in effective and strategic management approach, will contribute highly productivity to the organisations.

4.8 Increasing Customer Satisfaction Contribution

In the Facilities Management Models [14][19], it shows that, providers or supplier must fulfil all the demanding or requirement by the organisation that can be divided into three categories of stakeholder for such as i) Owner, ii) Customer and iii) User. From the FM Models, one of the main purposes is fulfil customer or user or owner satisfaction in achieving business organisation goal and objectives. These describe that increasing satisfaction of customer; user or owner is also one of the important contributions arising from the strategic facilities management process and also strong influences and highly significant to the higher education institution. This is because the critical core of NHESP of the infrastructure and resources in good condition and function able to increased satisfaction of the stakeholder and also will attracting more new highly quality academician and researcher into the organisation.

4.9 Best Value Management Contribution

Atkin and Brooks [16] discover that best value management always refer to value for money that been under standing in long period of time as press out satisfaction with the cost of the good or quality service been given. They also agreed that after a period of time, value for money concept been widen to become 'best value' in achieving purpose of involvement to attempt constantly for impressive greater at the lowest workable cost. In terms of facilities management perspective, they also the best value decision are referring determining contracting management weather to choose outsourcing contract management or maintain in-house management by the organisation. These

shows that best value management, is also one of the important contributions arising from the strategic facilities management process and also strong influences and highly significant to the higher education institution. This is because the critical core of NHESP of the infrastructure and resources inventories will able to determine business contracting management weather to choose outsourcing contract management or maintain in-house management for managing support facilities in ensuring smooth operation primary activities in achieving business organisational goals.

5. Conclusion

Malaysia Higher Education Institution is move forward to achieve transformation of higher learning institution especially for public higher learning institutions. In ensuring the successful of transformation of higher learning institutions, the Malaysian government had produced National Higher Education Action Plan with introducing three part of action plan namely, Institution Pillars, Critical Agenda and Implementation Support [15][20]. To determine successful of National Higher Education Action Plan, MOHE had been produced National Higher Education Strategic Plan with seven strategic thrusts been agree by the government.

However, these strategic plans might be have difficulties in achieving all the seven thrust of NHESP, without take into consideration and focusing the contribution of facilities management processes. This is because, two critical factor of NHESP are infrastructure and resources are the most significant relationship to facilities management processes. Less understanding of facilities management process and it contribution by the stakeholder of the organisation, it might be affected the successful of implementation of NHESP in supporting transformation agenda of higher learning institution in Malaysia. Therefore, this paper has been reviewed the contribution of facilities management processes in supporting National Higher Education Strategic Plan by MOHE in supporting transformation agenda of higher learning institution in Malaysia. However, for further research, it might be better to research more deeply with testing these contributions of FM processes in public higher learning institution in Malaysia in enhancements standard facilities management processes.

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